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CIA CAREER COUNCIL

24th Meeting

3 May 1956

DCI Conference Room

Administration Building

Present

Harrison G. Reynolds
D/Pers, Chairman

[REDACTED] 25X1A9a
COP-DD/P, Alternate for DD/P, Member

Lyman B. Kirkpatrick
IG, Member

H. Gates Lloyd
ADD/S, Alternate for DD/S, Member

[REDACTED]
D/CO, Member

25X1A9a

[REDACTED]
A/DDI/AD, Alternate for DD/I, Member

25X1A9a

[REDACTED]
AD/TR, Alternate for DTR, Member

25X1A9a

[REDACTED]
Executive Secretary

25X1A9a

[REDACTED]
Reporter

25X1A9a

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. . . . The 24th meeting of the CIA Career Council convened at 4:00 p.m., Thursday, 3 May 1956, in the DCI Conference Room, Administration Building, with Mr. Harrison G. Reynolds, Director of Personnel, presiding

MR. REYNOLDS: Will the meeting please come to order?

You have before you the agenda for this 24th meeting.

MR. KIRKPATRICK: The DD/S representative is not here yet.

MR. REYNOLDS: Well, he has gone over some of this and has seen this Staff Study on Career Planning.

Is there any action that you wish to take on items 1 and 2 of the agenda, the minutes of the 22nd and 23rd meetings? ✓

MR. KIRKPATRICK: I move they be approved as submitted.

. . . This motion was then passed . . .

MR. REYNOLDS: Item 3 is "Career Planning for Individuals."

MR. KIRKPATRICK: I have a thought here, Harry, that I would just like to advance as a "thought." I started to do a little editing on this Staff Study and then I quickly dissuaded myself. We are talking about a "Career Preference Outline" but we really don't start mentioning that until the latter part of the Staff Study, and throughout the whole first part of the Staff Study we talk about "career plans." I don't know how important this is, or how the rest of the Council feels about it, but it might be a little misleading.

25X1A9a [REDACTED] The Staff Study won't be distributed, and in the regulation they will be particular about that.

25X1A9a [REDACTED] The Staff Study would be distributed if we have this meeting with the Heads of the Career Services - this Staff Study would go to them.

MR. KIRKPATRICK: Then it must be re-edited, because this is confusing.

25X1A9a [REDACTED] What do you want to call it?

MR. KIRKPATRICK: "Career Preference Outline." I think occasionally you can speak of "career planning"--

25X1A9a [REDACTED] But not a "plan."

MR. KIRKPATRICK: That was what we wanted, - because a plan implies acceptance.

25X1A9a [REDACTED] I think the title here is all right, but where

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you are specific, where you say "the plan" or "a plan" that implies the whole idea of a commitment--

MR. REYNOLDS: Then if it is agreeable to all of you, we will rewrite this Staff Study and call it a "Career Preference Outline" rather than an individual career plan. The use of the word "plan" will be wiped out.

MR. KIRKPATRICK: For example, you start off, in paragraph 2.a. of the Staff Study: "A plan containing proposals . . ." - and you get the feeling that it is a plan. I think "career planning" as a phrase is quite acceptable, but I think where you refer to it it should be a "Career Preference Outline."

25X1A9a [REDACTED] As a matter of fact, first it was an "individual career plan" and we cut it down to "a plan." If we change it to "Career Preference Outline" that will do still more violence to the text, as it were.

. . . Mr. Lloyd joined the meeting . . .

25X1A9a [REDACTED] In paragraph 2.a. you could cut out the first three words - "A plan containing" - "Proposals for an individual's training and assignments for the foreseeable future are an incentive . . ."

MR. REYNOLDS: Mr. Lloyd, to bring you up to what we are discussing - we have just approved the minutes and a proposal has been made by Kirk to take out the word "plan" throughout this Staff Study, because it was agreed by the Council that "plan" was too positive a word.

25X1A9a [REDACTED] There was some uncertainty, when I reviewed the transcript

in detail--and I believe this was reflected by your comments, [REDACTED] 25X1A9

25X1A9a [REDACTED] and also [REDACTED]--as to whether we had agreed or not agreed that the title of this was to be a career preference "outline" or "statement" - and you had another term which you used--

25X1A9a [REDACTED]: "Preference Statement." Well, I think you have covered that nicely in the instructions here - "The statements of preferences and the appended comments . . ." So I think the other is all right. The only thing is that an "outline" has the connotation of a "plan." A "Preference Statement" is just that and no more. I think your instructions and your regulation, and what he signs on the form, will take care of that. I don't object to "outline."

25X1A9a [REDACTED] You could call it "Career Preference Questionnaire" instead of "outline" or "statement."

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25X1A9a [REDACTED]: It's more than a questionnaire.

MR. REYNOLDS: It seems to me "outline" is a very good word. It's very innocuous yet all encompassing.

25X1A9a [REDACTED]: This [the instructions] has all been developed since I talked with you [indicating [REDACTED]], and it has been taken care of. 25X1A9a

MR. KIRKPATRICK: I have one point on the Staff Study, paragraph 5, Conclusions, subparagraph b.(1). I don't think that Career Preference Outlines should be eventually required for all members of the Career Staff. I think just by putting this in the Staff Study we simply tie ourselves down to what is probably an unobtainable commitment.

25X1A9a [REDACTED]: You would probably have some trouble, for instance, in Mr. Garrison's area - out at [REDACTED] 25X1A6a

MR. KIRKPATRICK: And a lot of clerical employees are here only to type and file.

25X1A9a [REDACTED] But if they are members of the Career Staff--

MR. KIRKPATRICK: That doesn't mean they have to have a Career Preference Outline, unless they request it. But I think the Agency is going to expend money needlessly, Rud, by even putting this into a Staff Study, because people will pick it up as an implied commitment. Furthermore, your Career Service Heads are going to scream about that.

25X1A9a [REDACTED] How do we decide--

MR. REYNOLDS: Would you prefer to wipe out subparagraph (1) or substitute "may not" for the word "should"?

25X1A9a [REDACTED] How is the decision to be made as to which ones will be invited to make career plans and which ones will not, and how do we avoid the morale problem--

25X1A9a [REDACTED]: If you wipe out this paragraph you don't hurt the Staff Study at all.

MR. KIRKPATRICK: Subparagraph (2) starts out the way it should read:

"Career Preference Outlines may be prepared for any staff employee or staff agent, if in the opinion of the individual or his supervisor such documentation for the individual is required or desirable."

25X1A9a [REDACTED] Then we would want to add to subparagraph (3) here something about Career Service people.

25X1A9a [REDACTED] We have tied this to the concept of the Career Staff--

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MR. KIRKPATRICK: Then in subparagraph (3) say: "Career Preference Outlines for members of the Career Staff in grades GS-11 and GS-12 . . ."

25X1A9a [REDACTED]: I thought probably in subparagraph (2) you could say ". . . the individual and/or his supervisor . . ." Because if the supervisor knows he's going to keep on doing the same work, he can try to talk him out of it.

MR. KIRKPATRICK: Fine - "and/or."

25X1A9a [REDACTED] In subparagraph b.(2).

MR. KIRKPATRICK: That would be an excellent chance for the supervisor to say, "You are at the end of the rope - let's recognize it."

MR. REYNOLDS: Are those changes satisfactory, gentlemen?

MR. KIRKPATRICK: Subparagraph b.(3): "Career Preference Outlines for members of the Career Staff in grades GS-11 and GS-12 should be given first priority . . ." - that leaves it wide open.

MR. REYNOLDS: And subparagraph b.(1) is wiped out, and in b.(2) "the individual and/or his supervisor . . ."

It is so ordered.

25X1A9a [REDACTED] Subparagraph b.(2) should also mention the Head of the Career Service - whether in his opinion such documentation is required or desirable.

25X1A9a [REDACTED] We would have to add that. If we eliminate subparagraph b.(1) we would have to add that, also.

25X1A9a [REDACTED]: I think it's the duty of the Head of the Career Service to see that this is done. He will use some supervisor - maybe the Chief of the Division - and he will say, "I want everybody you think has a potential."

MR. LLOYD: These numbered paragraphs in parentheses are guides to the Heads of the Career Services, as spelled out in paragraph b. there, and down below you have the instructions to the Career Service Heads.

25X1A9a [REDACTED] May I make one comment about the Career Preference Outline itself? Down at the bottom of the first page is the statement:

"I recognize that the implementation of my career preferences must depend upon the needs of the Organization as well as upon my performance, capabilities and interests."

Somehow I would prefer to see a period after the word "Organization" and leave out the rest of the sentence. It seems to me that by balancing those things evenly

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you're making performance, capabilities and interests as significant as "the needs of the Organization." Obviously it's going to depend upon his performance, otherwise he's going to get fired. And the point we wanted to get over was that this was not a promise or anything of that kind, but that it was just what it says it is, and this should nail down the fact, again, that where he is going to have to go is the important thing, not where he wants to go. Maybe somebody else would read the sentence differently, but the way I read it it sort of equates the two things and I'm not sure what we are looking for is an equation--

25X1A9a [REDACTED] The intent was not to equate it but to use it as a psychological weapon to make sure the individual's performance, capabilities and interests do continue to progress, and his development is dependent upon that.

25X1A9a [REDACTED] I read it as a stronger statement than that - by leaving it in.

25X1A9a [REDACTED] I fall between. I was going to suggest cutting out the word "interests" and just say "performance and capabilities."

MR. KIRKPATRICK: How would you go for two sentences there? In other words, your first sentence as Dick suggested it, and then as the second sentence: "My performance, capabilities and interests will be given due weight." Because I think there is something in what Dick says, that this seems to put both ideas on an equal basis.

25X1A9a [REDACTED] It's primarily the needs of the Organization.

25X1A9a [REDACTED] "I understand my performance, capabilities and interests will be given due consideration."

MR. KIRKPATRICK: That does it better, because this definitely weakens the idea of the needs of the Organization, the way this is now written.

MR. REYNOLDS: Is that change acceptable with every one? It is so ordered.

Any further comments on the Career Preference Outline?

25X1A9a [REDACTED] May I read this now? "I recognize that the implementation of my career preferences must depend upon the needs of the Organization. I understand that my performance, capabilities and interests will be given due consideration."

25X1A9a [REDACTED] Right.

25X1A9a [REDACTED] What is the purpose of Section E - For Use of Office of Personnel?

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25X1A9a [REDACTED] Since these are coming to the Office of Personnel - that is there for record purposes, for internal Office of Personnel recordation, since they're being filed in the Official Personnel Folders.

MR. LLOYD: Are these two pages going to be kept separate?

25X1A9a

25X1A9a [REDACTED] Yes. These detailed instructions which [REDACTED] has recommended, will go on the back of the first page.

MR. LLOYD: Is the second page always attached to the first page?

25X1A9a [REDACTED] The first page is the only one that is for the individual. The second page is never shown to the individual.

25X1A9a [REDACTED] It may be.

25X1A9a [REDACTED] It may be but it doesn't have to be. So normally the man that is stating his preferences will get only the first page. He is handed the first page only.

25X1A9a [REDACTED]: We did consider putting them back to back but then you would have to put out some publication of instruction, and it's better to have the instructions right there on the back of the form. That's the trouble we have with the Fitness Report forms - we have to find one of those guides first before we can fill one in.

MR. LLOYD: And that is why you have those boxes, 13, 14 and 15?

25X1A9a [REDACTED] So they will match up.

25X1A9a [REDACTED] These instructions are all right with me, but I think there ought to be a note somewhere that there is space to more clearly express answers, either as attached memoranda--

25X1A9a [REDACTED] The other half of the back of the page, beneath these "detailed instructions" can be used for that. We can put on there "additional remarks" or something like that. Will that take care of it?

25X1A9a [REDACTED] Yes.

MR. REYNOLDS: Are there any further comments on this Outline?

25X1A9a [REDACTED] Do you think there ought to be instructions on the one for the supervisors?

25X1A9a [REDACTED] It's quite possible.

25X1A9a [REDACTED] It's pretty self-evident, but--

25X1A9a [REDACTED] I would think that especially with respect to instructions to the supervisors they would get a special briefing from their Career Services as

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to how to handle this, because it would have to be somewhat different in each one; in other words, our instructions would be only very broad, general instructions. I think we can assume the supervisors will understand this better than the people down at the end of the line.

MR. KIRKPATRICK: I think instructions as to what happens to Career Preference Outlines are going to be important as far as the supervisors are concerned. Take the case of the men on my Staff, whose preferences are going to carry them out of their basic Career Service, in many instances. Now how is this routed? I think this can be a great stimulus to rotation if proper instructions are given so that these will pass through the proper channels for information, as an alert, and so on.

25X1A9a [REDACTED] I have visualized how we would do it, that we would issue our own instructions for this, and in some cases I can visualize many copies of these so that they would be in the hands of perhaps two or three boards; for instance, the supervisor would have one, and the parent board might have one--I think it's going to vary.

MR. KIRKPATRICK: But I think guidance ought to be given, because, for example, I have Career Preference Outlines now on six men in my Staff, and I plan to forward them--

25X1A9a [REDACTED] Back to the parent service.

MR. KIRKPATRICK: And also to the service to which they hope to go.

25X1A9a [REDACTED] One instruction I thought ought to be on the back of the supervisors' comments was that it may or may not be desirable to show this to the individual concerned.

25X1A9a [REDACTED] Guidance should be obtained from the Head of the Career Service before it is shown, or something of that sort? In other words, this should not be left up to the supervisor.

25X1A9a [REDACTED]: But you can't work that out overseas.

25X1A9a [REDACTED] Well, the senior officer present, or something like that.

25X1A9a [REDACTED]: That is not terribly important. My people are used to doing this on the home leave and reassignment request, which is a preference statement, and they put down, "This fellow wants some training but I don't think he has the qualifications for it at all" - and they probably tell that to the individual.

MR. KIRKPATRICK: On this showing it to people - I think the same

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principle applies as with Fitness Reports, particularly if we're going to disagree with their preferences.

25X1A9a [REDACTED] Maybe an instruction that should go on the back is that every individual who makes out one is entitled to a conference with the supervisor on the subject. That doesn't mean the supervisor has to tell him all the things he puts down as a record for management to use. Something along those lines? Would that conflict with your problems, Dick?

25X1A9a [REDACTED] I don't think so.

25X1A9a [REDACTED] In other words, the individual just shouldn't drop this into a bottomless pit and never hear anything more about it. He should hear something from somebody.

25X1A9a [REDACTED] It might even get him in to see his supervisor! You can't tell.

MR. REYNOLDS: Do you have all the ammunition you're going to need now for the instructions on the back of this sheet?

25X1A9a [REDACTED] It's going to take some doing, but we will have something by the 24th of May.

MR. KIRKPATRICK: I move the Staff Study and the Career Preference Outline, as presented, with the changes that have been made to do as otherwise indicated, be accepted by the Council.

25X1A9a [REDACTED]: Second.

. . . This motion was then passed . . .

25X1A9a [REDACTED] May I ask about recommendation 6.b., which is that we schedule a special meeting with the Heads of the Career Services and the operating officials to discuss this problem. This was one of the original suggestions. In anticipation of possible approval by the Council, I reserved room 117 Central Building for Thursday, 24 May, at 4:00 o'clock. The tentative idea would be that the Heads of Career Services and of operating components would be invited to meet with the Council to discuss this and to hear an exposition of it by Messrs. Reynolds, Kirkpatrick - and who else shall I say? [REDACTED] It would be a small 25X1A9a

25X1A version of the conference held in the [REDACTED] auditorium.

25X1A9a [REDACTED] That fills me with some horror.

25X1A9a [REDACTED] The original idea was that we were going to have to sell this thing, and promote it.

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MR. KIRKPATRICK: How many Career Services do we have now?

25X1A9a [REDACTED] 12.

MR. KIRKPATRICK: I don't understand why we have to go up to Central Building. Why can't we have it here? Is each Career Service Head going to bring three or four people with him?

25X1A9a [REDACTED] He might want to bring the secretary of his Board.

MR. KIRKPATRICK: Why not limit it to 40 and have it here? It would be more informal here.

MR. REYNOLDS: And you would have to have graphics if you go over there.

25X1A9a [REDACTED] We can have a typical flow chart here. It seems to me that maybe, let's say, George Carey might have some remarks to make which the Council would like to hear.

MR. REYNOLDS: I am sure he will.

MR. KIRKPATRICK: Carey and [REDACTED]

25X1A9a

25X1A9a [REDACTED] They have both seen this and bought it, somewhat reluctantly.

25X1A9a [REDACTED] This was a suggestion and I am only asking whether we do this or not do it.

MR. KIRKPATRICK: How many of the Career Boards are going to look askance at this Career Preference Outline? I mean, how many of them need to be convinced, aside from OO - who we can work on in private.

25X1A [REDACTED] Frankly, I would say I don't think we need it [convincing] in the DD/I.

MR. KIRKPATRICK: Do we need it in the DD/P?

25X1A9a [REDACTED] I think it would be a good idea.

MR. KIRKPATRICK: Just for morale purposes I think it might be a good idea for them to meet with this Board.

25X1A9a [REDACTED] Garrison has never even seen this, because we do not distribute the agenda to all the Heads of the Career Services. Garrison, Saunders, and Sheff Edwards have never seen this plan, technically, although they probably know something about it because we have talked to their people, and so on, but they have never had an opportunity to consider it as heads of components or heads of Career Services. I thought that maybe the Heads of Career Services who had not taken part in these discussions might be invited to

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say what they want to say, if they have anything to say about it.

MR. LLOYD: Would you give them the material ahead of time?

25X1A9a [REDACTED] Yes, this rewritten Staff Study - all the Heads of the Career Services and the heads of operating components. I don't know about the

25X1A9a heads of the Area Divisions, Dick. [REDACTED] nodded in the affirmative.]
That is why I suggest the heads of operating components and Career Services.

MR. KIRKPATRICK: Well, there are 28 chairs in here, in addition to what is around this table, and you could certainly bring in another 10, so that would be 50 chairs.

MR. REYNOLDS: Any objection to having the meeting here three weeks hence, as planned by Rud?

MR. KIRKPATRICK: And I think on the agenda, Rud, in addition to talking about the Career Preference Outline, that you might have a place for them to offer any comments, and in order not to be met with mute silence in the room you might even "plant" a few thoughts.

25X1A9a [REDACTED] In other words, the Chairman of the Career Council will send an invitation to these people - and to the Area Divisions, Dick? Is that okay?

25X1A9a [REDACTED] Yes.

MR. REYNOLDS: Well, gentlemen, if there is no further comment on that one we will go to item 4. Item 5 is important, but I don't think item 4 will take us too long.

MR. KIRKPATRICK: Do you think the fundamental question on 4, Harry, is as to whether we should be a part of this overall National Defense Executive Reserve or whether we ought to be working on our own Reserve?

MR. REYNOLDS: I agree absolutely on that, that I think we ought to be doing our own, but I think the trouble with doing our own is that if we don't play a little ball with ODM we're going to have some conflicts, and I don't know how to work that out except to have a long heart-to-heart with Flemming myself, and say, "How do we compare notes here?" I want Dick's opinion on that - because when it comes to your side of the house, Dick--

25X1A9a [REDACTED] This is lost on me.

MR. REYNOLDS: It's the required expansion in the event of hot war.

25X1A9a [REDACTED] What would the personnel of this Agency do in wartime that they are not doing now?

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MR. KIRKPATRICK: If we have to expand to have bodies already earmarked to us that aren't going to be brought into the Office of War Mobilization or War Information or something else. Because CIA has said, in peacetime, "We want Wild Bill Donovan back in wartime." So after his name in all of the files there's a tab: "CIA Mobilization Reserve." It's doing for civilians what the military reserve program does for the services. They have already announced in the press and indicated they had a convention of a couple of hundred people in the Pentagon.

MR. REYNOLDS: I think the most important section is the DD/I side, probably, and next the DD/S side, because you've got to put the finger on scientists for OSI, for example, which you will get in the event of an emergency which you can't get now, and they have to be really signed up ahead of time otherwise somebody else will get them. The Air Force got one of the best men you could get right now - this fellow from MIT. So it's just a question of our own planning.

25X1A9a [REDACTED]: Would there be any difficulty with ODM if we went ahead and got our own? I would need two or three scientific consultants who would be full-time, and if we could sign them up now--like [REDACTED] 25X1A5a1

25X1A9a [REDACTED] We have to cooperate with ODM in order to get priority on a man, otherwise somebody else will get him.

MR. REYNOLDS: I look upon it as part of the job I must personally monitor, either through the Contact Division/OO offices or the universities. I could make actual calls on top men in the universities and say, "Look, we need your man for this specific job, WHEN-AS-and-IF."

25X1A [REDACTED] That would be the only reason to play along with ODM.

MR. KIRKPATRICK: From the internal point of view isn't the practical way to go about this to say to each component: Decide now what you are going to need in the way of an immediate increment in the event of hostilities and indicate, if possible, individuals by name, as to who you want, and if not by name indicate as specifically as possible the qualifications desired. And then go to ODM and say, "Here is our package. Will you go along with it?"

MR. REYNOLDS: I think we have to go over and have a talk with Flemming.

25X1A9a [REDACTED] On the 26th of April, since this memo on the National Defense Executive Reserve (dated 17 April 1956) was prepared, the Interagency Advisory Committee of the Civil Service Commission met with the various agencies on this subject, and John Macy responded to CIA's point that we could not furnish

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names publicly to ODM - "Yes, we understand that, but that would not bar your participation." In other words, they will make special arrangements - ODM and the Civil Service Commission - so we can participate and get the earmark on people that we need, without it becoming public property. It's the same kind of deal that we have on innumerable other things with the Civil Service Commission.

25X1A9a

[REDACTED] I foresee us putting tags on a hundred names and finding they are all either Army, Navy or Air Force reserves, and then the hassle is: Who gets them. It seems like a feckless exercise.

MR. REYNOLDS: One thing I know is true is that many of those men who

25X1A9a

have worked with us--like [REDACTED]--would prefer to work with us rather than the Armed Forces. As for [REDACTED] - I'll go up and ask them. I would say, "Where are their affiliations? How many can we depend upon?"

25X1A5a1

25X1A9a

[REDACTED] As a start, and it's a very small start, we have run a roster of all separations of GS-14's and 15's from the Agency in the past three years. We find that there are 154 GS-14's and 15's who have separated from the Agency. This is also broken down into whether they were at the time earmarked as "re-employable" or "not re-employable." The purpose of this is to clean up this list, find out who has died, get current addresses, and furnish to the three deputies the names of those persons who have left their area and who might be contacted to provide a nucleus for this new Executive Reserve.

MR. KIRKPATRICK: What about the supergrades who have left? Becker and Douglas, and people like that?

25X1A9a

[REDACTED] There will be approximately 200 names, which will be whittled down to let's say 100 that might profitably be contacted now to see if they wish to sign up with us in the event of war.

MR. REYNOLDS: We have already had some discussions as to what we would need in the way of a training program for some of these people who were once with us and should be given refresher courses, particularly in the DD/I side, and the appropriation for such a thing would be expensive and we have never gone very far with it, but I have talked to Bob about it in the past, and I talked to Becker when he was in the DD/I. But on the DD/P side that is where the military comes into it.

25X1A9a

[REDACTED] I throw up my hands - I am so unsympathetic to the whole idea. I think it's a waste of time, at least to us.

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25X1A9a [REDACTED] What about technical people?

25X1A9a [REDACTED] The technical people would be grabbed off by the Services.

You know very well the word will come down, "Get out of the way, we're coming through."

25X1A9a [REDACTED]: I think I have some people I could persuade.

MR. KIRKPATRICK: From the point of view of the present discussion, I move that the recommendations in this memorandum on the National Defense Executive Reserve be accepted and that the initiative be turned over to the Office of Personnel.

25X1A9a [REDACTED] I second that.

MR. KIRKPATRICK: I can understand Dick's feelings about it, but I think we have to do something.

MR. REYNOLDS: It's one of the questions asked by every one of these Committees.

25X1A9a [REDACTED] I'm not against your doing something about it but I don't care what it is you do about it.

MR. REYNOLDS: It is so ordered.

25X1A9a [REDACTED] Except I am not sure you can nominate "candidates" - you can nominate "types." It's entirely a "type" sort of thing.

25X1A9a [REDACTED] We should be thinking of individuals.

25X1A9a [REDACTED] Well, the chap that you mentioned [REDACTED] indicating [REDACTED] 25X1A9a

25X1A9a [REDACTED] at M.I.T. - aren't you prepared to drop his name in the hopper as a candidate now?

25X1A9a [REDACTED]: Yes. I could nominate all I need.

25X1A9a [REDACTED] The sooner we get the names the better, because until we get the names we're not off the ground.

MR. REYNOLDS: I know in my old office they have a list of people--a list they have maintained for the last two years--of people at M.I.T., and particularly the scientific institutions around the area, that might be useful to us, because they collect intelligence information from them.

25X1A9a [REDACTED] OO would be a big source.

25X1A9a [REDACTED] Harry, may I ask something before we go on to the next item? There is the problem of the Specialist Reserve, which is quite different from our cooperation with ODM on the Executive Reserve. In other words, [REDACTED] 25X1A9a

25X1A9a [REDACTED] s need for radio operators and the Medical Staff's need for medical

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technicians, which are not available and we don't have anybody on our rosters and we would have to anticipate an immediate need, in the event of war, of technical people - not executives, not the senior people, but the technical "Indians."

MR. REYNOLDS: But they are all fish to the same net as far as the Office of Personnel is concerned.

25X1A9a [REDACTED] But they have to be handled differently as far as ODM is concerned. One is entirely internal and on the other we have to cooperate with the rest of ODM. My question, then, is: Do we want also the development of this internal CIA Personnel Reserve?

25X1A9a [REDACTED] That is already in process, and the Council has known about that - vaguely - for a long time. [REDACTED] is working on it. When a man 25X1A9a leaves he is asked whether or not he would wish to come back - and most of them have said "yes" - so we have a fairly substantial number of them. I don't think that need enter into this discussion at this time.

25X1A9a [REDACTED] After it becomes more specific.

25X1A9a [REDACTED] My point is shall we work on it and make it more specific? Nothing has been done for a year on it.

MR. REYNOLDS: Then we will certainly start on it. We would like to have you include that particular grouping as an instruction to the Office of Personnel to do some work on it. A lot of them have talked to me, I know.

Let's go on to item 5, then, gentlemen. This is the memorandum, "Recommendations for External Training."

Do you want to comment on this, Bob?

25X1A9a [REDACTED] The only comment I wanted to make was on the Advanced Management Course, where Saunders was the first choice of Colonel White and 25X1A9a [REDACTED] was second. The reason we went for his second choice [REDACTED] was that 25X1A9a the Comptroller has someone up there now, and this would make three in a row from that one office, which seemed a little--

MR. KIRKPATRICK: The Advanced Management Course is much broader than just budget and fiscal control.

25X1A9a MR. REYNOLDS: Of course, [REDACTED] is in my Office, but I think this course would do him an enormous amount of good, and, in turn, the Agency. He is a very bright fellow and a very articulate man, and he needs just this type of contact to broaden him out.

25X1A9a [REDACTED] I would say, going further, we did the best we could

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with the information we had, in trying to sort out who seemed to be in a position to offer the most. And I point out, further, this Selection Panel was strictly a "second team" - and everybody there was representing somebody else, which is odd in itself.

25X1A9a [REDACTED] I must say I was intrigued by how [REDACTED] con- 25X1A9a
sidering his job and everything else, ran ahead of everybody else. What does he
"manage" in ORR?

25X1A9a [REDACTED] He is the head of Economic Research.

25X1A9a [REDACTED] What does that involve in the way of management problems?

25X1A9a [REDACTED] About [REDACTED] people, and general administrative 25X9A2
operations.

25X1A9a [REDACTED] Does he have a management problem or a supervisory problem

25X9 of allocating the work to [REDACTED] people?

25X1A9a [REDACTED] It's both, Dick. He sits for Dr. Guthe when he's
not around. He performs a double function. And as an individual I think he
would be a top-notch representative of the Agency in that atmosphere of that
group.

MR. KIRKPATRICK: I just had a very nasty thought. Gates, how many
of our Management Staff have ever been to any of these management courses?

MR. LLOYD: I don't think any of them have.

25X1A9a [REDACTED] Some of them are graduate management engineers or have
a degree in management.

MR. KIRKPATRICK: It would seem to me every single member of [REDACTED] 25X1A9a
staff should go, because that's where we want to get good, sound management
policy. Because this is basically policy they're told up there, and as I under-
stand the course it's for the boys from the top businesses in the country.

25X1A9a [REDACTED] It's done on the case system. It's policy, yes,
but by building up specifics.

25X1A9a [REDACTED] They're more executives than management people. The
American Management Association course in New York would be, in my opinion, more
suitable for the Management Staff people.

25X1A9a [REDACTED]: There are two or three I have had association
with in the Management Staff that I would be embarrassed to have them go up there.
I don't think they would represent the Agency like [REDACTED] and Houston have. 25X1A9a
I haven't seen them all, but the ones I have seen--one of them came to us to see

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whether we should integrate the Message Center and the Signal Center, and he took three months at it and he didn't have any justification for his conclusions.

25X1A9a [REDACTED] The Advanced Management course at Harvard is more a seminar for executives, rather than a course in management - it's discussion groups among executives.

25X1A9a [REDACTED] At the last meeting on this someone made the remark we should keep up the standard of people who go up there.

MR. KIRKPATRICK: There is no question about that.

25X1A9a [REDACTED] have a nice personality? I don't know him.

25X1A9a [REDACTED]: I assure you that he does.

MR. KIRKPATRICK: I certainly like that system we used for selecting people for the National War College.

25X1A9a [REDACTED] Basically I think it's a good idea.

25X1A9a [REDACTED]: Three of them didn't have any idea why they wanted to go.

MR. KIRKPATRICK: It seems to me that with a list as limited as we get for these senior military colleges and the Harvard school, this Board could well spend an afternoon a couple of times a year interviewing these people and making our decisions by using a panel. Now I'm not deprecating the value of your Panel [REDACTED] indicating [REDACTED] 7-- 25X1A9a

25X1A9a [REDACTED] I would deprecate it, because I've gone through this. The DD/S has names put up to the DD/S and the DD/S makes a selection, and then the third hurdle is this Panel, and the fourth hurdle is this Council, and then the DCI. It's a pretty cumbersome piece of machinery.

MR. KIRKPATRICK: Our esteemed cousins in the State Department interview their people for the Foreign Service. Maybe we won't always be right but at least we would be more certain in our own minds than if it was just on the basis of what was on a printed page, and we would all have seen their personalities, and I think particularly important in these things is their method of expressing themselves, which would be a major factor in the Harvard course.

MR. REYNOLDS: You remember the ranking we got on the people who had gone up there? They were ranked on the basis of what they gave to the rest of the class.

MR. KIRKPATRICK: I would move, rather than have the Board accept any particular recommendations, that either next week--

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25X1A9a [REDACTED] The letter has to arrive in Harvard on the 15th of May.

MR. KIRKPATRICK: All right, we will get it there. The 12th is Saturday. We could meet and you could get the letter out the next day.

MR. REYNOLDS: The only trouble is we have to have a Supergrade Board meeting on the 10th because that is the only day--

25X1A [REDACTED] I don't have any objection to any of these selections. I don't know [REDACTED] at all.

MR. KIRKPATRICK: But irregardless of that, Dick--

25X1A9a [REDACTED] I buy your point. I think it's excellent.

MR. REYNOLDS: Excellent.

25X1A9a [REDACTED] If we have the right candidates to interview. Isn't it possible that we have other candidates in the Agency that should be put in the pot?

[REDACTED] Well, the DD/S--

25X1A9a [REDACTED] They had only two days to come up with their candidates. OTR put up two for the management course and they didn't get past the DD/S.

MR. KIRKPATRICK: There are 10 candidates listed here. I'd be perfectly willing to entertain the Deputies reopening their list prior to next Thursday, if they want to, but I don't think they want to, frankly.

25X1A9a [REDACTED] Two of these are overseas right now - three on this list:

25X1A9a [REDACTED]

MR. KIRKPATRICK: That leaves 7 to see.

25X1A9a [REDACTED] Do you want to interview the Armed Forces Staff College candidates?

MR. KIRKPATRICK: Yes. I think the Armed Forces Staff College has equal importance from the point of view of maintaining our relations with the Pentagon.

MR. REYNOLDS: The Supergrade Board is going to meet at 3:30.

MR. KIRKPATRICK: Couldn't this Panel meet earlier than the Supergrade Board?

MR. REYNOLDS: I think we can meet at 2:30.

25X1A9a [REDACTED] I'll send somebody - I can't do it that day.

25X1A9a [REDACTED] We found that Tuesday was convenient the last time we interviewed the six candidates for the National War College.

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MR. KIRKPATRICK: I was just thinking of the convenience of having two meetings that Harry and I have to attend, and Red has to attend, on the same afternoon.

MR. REYNOLDS: Well, first thing tomorrow morning we will set it up for either Tuesday or Thursday.

25X1A9a [REDACTED] Let me raise a question. This new regulation about the procedure is still being written, but would you want to entertain the idea of cutting out the Selection Panel and have the DD/S make recommendations directly to this Council?

MR. KIRKPATRICK: I think so. Up to the present time practical examples show we don't get more than three or four candidates.

25X1A9a [REDACTED] For this one - we had six for the Harvard program, which is all we are ever going to get.

MR. KIRKPATRICK: That is fine. We can entertain six at this Board. If you keep on setting up these panels the only qualification for membership on this Council will be the ability to sign your name.

25X1A9a [REDACTED] In September you are going to have the Army, Navy and Air War Colleges, and the Industrial College of the Armed Forces, and on one slate you are going to have 50 or 60 people to interview. Now this Council can't interview that many. You have to have the Selection Panel to do that for you.

MR. KIRKPATRICK: I don't agree. I think we can sit down two or three afternoons once a year and do this. I think they are important enough for this Council to do it.

MR. REYNOLDS: It's going to raise the prestige of going an awful lot, and I think it ought to be that way. I went to the luncheon yesterday where the Rockefeller Award was presented, and that is a big morale factor - and they had all the troops. We can't enter into that one but we can have a similar show.

25X1A9a [REDACTED] Now about less than two months ago we agreed here that we would have this system with the Defense Colleges Selection Panel, and a Staff Study was prepared by the Task Force and approved here. Do we want to throw that out?

MR. KIRKPATRICK: Just cut out the Panel and simply put it before this Council.

MR. REYNOLDS: Why can't you say that the Career Council will interview

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these candidates at its pleasure; and if it chooses not to interview them personally, it will be done by a Selection Panel. Then you don't have to alter much of anything.

MR. KIRKPATRICK: It might have another good effect. The ones applying for this thing simply to get an extended leave to sit in a school are going to sharpen up a bit, because they will realize they are going to be exposed before the senior officials of the Agency.

25X1A9a

Did the Selection Panel interview the individuals?

No.

There's another angle to this, that a number of these people didn't ask to apply, so they aren't necessarily asking to--

MR. KIRKPATRICK: It's an ageless tradition that you are directed to volunteer.

MR. REYNOLDS: With that change I think we can do this very simply without rewriting a Staff Study or anything.

Now, gentlemen, there is a CIA Notice here on the Selection Board members.

25X1A9a

These are the nominees of the three Deputies, and it was agreed at the last meeting that this would be reviewed.

25X1A9a

I move they be accepted.

MR. KIRKPATRICK: I move it be accepted, with one modification - across the top should be written: This Notice expires 30 June 1957.

. . . This motion was then passed . . .

MR. REYNOLDS: The proposed schedule for future meetings is before you. There are three definite dates and three other items for future meetings. Any comments?

MR. KIRKPATRICK: Fine.

25X1A9a

This is a very large schedule.

25X1A9a

I'd like to see b. [] Disciplinary actions, separation actions, handling of mediocre performance, how can the Fitness Report be more effectively used [] put up for the 17th of May, based on my experience with the Mediocrity Board. We find a disciplinary case where the incident took place in 1953 and it comes up to us in 1956 - there is something wrong there.

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25X1A9a [REDACTED] I don't believe it will be possible to have any papers here for it--

MR. KIRKPATRICK: Good.

25X1A9a [REDACTED] We are working all out on the competitive promotion policy for Colonel White.

MR. KIRKPATRICK: In all seriousness, I would like to recommend we cut down on the volume of papers and have some discussion at this Council based upon

25X1A9a first-hand knowledge. I am sure [REDACTED], on the subject of separation actions and disciplinary actions, has a considerable amount to contribute based on his experiences. I think I can make a contribution based on the cases we see.

25X1A9a I think we can cut down on the volume of staff work that your Staff [REDACTED] indicating [REDACTED] has to prepare - the paperwork - and get down to specific actions and recommendations.

25X1A9a [REDACTED] I would be delighted.

MR. KIRKPATRICK: I sincerely believe it.

MR. REYNOLDS: Gates, do you know whether Red would object to delaying the Competitive Promotion Policy another week?

MR. LLOYD: I don't know.

25X1A9a [REDACTED] One of the purposes of this schedule is that if there is going to be any staff work in preparing for the meeting, we have to know what we are going to do beforehand, because it is not possible to come up with a paper overnight.

25X1A9a [REDACTED] I'd like to have more time than is now available on the Competitive Promotion item.

MR. REYNOLDS: Then, subject to Colonel White's approval, let's put the disciplinary actions up to the 17th of May and delay the Competitive Promotion Policy until the 24th, and move the 24th of May item up to the 31st of May.

25X1A9a [REDACTED] Do you want all four of these items under b.?

MR. KIRKPATRICK: They all fit so closely together.

25X1A9a MR. REYNOLDS: Anybody who has sat on these boards as [REDACTED] and I have, know damn well what we have seen.

25X1A9a [REDACTED] Do you want any papers prepared for any of these items under b.?

MR. KIRKPATRICK: I think just a good forthright discussion by the Board.

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25X1A9a

Mr. Baird has come back from his tour and he's very hot on the subject of directed assignments, and hopes you will bring this up some-time soon.

MR. REYNOLDS: Any further business, gentlemen? If not, this meeting stands adjourned.

. . . The meeting adjourned at 5:00 p.m. . . .

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